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Secretary of State

03-16-1999 90109 037 ***150.00

PROFIT CORPORATION ANNUAL REPORT 1999		FLORIDA DEPARTMENT OF STATE Katherine Harris Secretary of State DIVISION OF CORPORATIONS
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DOCUMENT # P37086

1. Corporation Name
ARTHUR D. LITTLE, INC.

Principal Place of Business JANET BELAIR. LEGAL DEPT. 25 ACORN PARK CAMBRIDGE MA 02140	Mailing Address JANET BELAIR. LEGAL DEPT. 25 ACORN PARK CAMBRIDGE MA 02140
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DO NOT WRITE IN THIS SPACE

2. Principal Place of Business 21	2a. Mailing Address 26
22 Suite, Apt. #, etc.	27 Suite, Apt. #, etc.
23 City & State	28 City & State
24 Zip	29 Zip
25 Country	30 Country

3. Date Incorporated or Qualified 01/06/1992	
4. FEI Number 04-1549700	Applied For Not Applicable
5. Certificate of Status Desired <input type="checkbox"/>	\$8.75 Additional Fee Required
6. Election Campaign Financing Trust Fund Contribution <input type="checkbox"/>	\$5.00 May Be Added to Fees
8. This corporation owes the current year Intangible Personal Property Tax. <input type="checkbox"/> Yes <input type="checkbox"/> No	

9. Name and Address of Current Registered Agent

C T CORPORATION SYSTEM
1200 SOUTH PINE ISLAND ROAD
PLANTATION FL 33324

10. Name and Address of New Registered Agent

81 Name	
82 Street Address (P.O. Box Number is Not Acceptable)	
83	
84 City	85 Zip Code

11. Pursuant to the provisions of Sections 607.0502 and 607.1508, Florida Statutes, the above-named corporation submits this statement for the purpose of changing its registered office or registered agent, or both, in the State of Florida. Such change was authorized by the corporation's board of directors. I hereby accept the appointment as registered agent. I am familiar with, and accept the obligations of, Section 607.0505, Florida Statutes.

SIGNATURE _____ DATE _____
Signature, typed or printed name of registered agent and title if applicable. (NOTE: Registered Agent signature required when reinstating)

12. OFFICERS AND DIRECTORS		
TITLE	P	<input type="checkbox"/> DELETE
NAME	LAMANTIA, CHARLES R.	
STREET ADDRESS	25 ACORN PARK	
CITY-ST-ZIP	CAMBRIDGE MA	
TITLE	VS	<input type="checkbox"/> DELETE
NAME	GALLO, SAMUEL J.	
STREET ADDRESS	25 ACORN PARK	
CITY-ST-ZIP	CAMBRIDGE MA	
TITLE	T	<input type="checkbox"/> DELETE
NAME	MCELLIGOTT, FREDERICK T.	
STREET ADDRESS	25 ACORN PARK	
CITY-ST-ZIP	CAMBRIDGE MA	
TITLE	CEOP	<input type="checkbox"/> DELETE
NAME	BROWN, JOHN W.	
STREET ADDRESS	2725 FAIRFIELD ROAD	
CITY-ST-ZIP	KALAMAZOO MI 49002	
TITLE	CCEO	<input type="checkbox"/> DELETE
NAME	CONNELL, WILLIAM F.	
STREET ADDRESS	1 INTERNATIONAL PL 31ST FL, FORT HILL SQ	
CITY-ST-ZIP	BOSTON MA 02118	
TITLE	D	<input type="checkbox"/> DELETE
NAME	CONWAY, JILL K.	
STREET ADDRESS	65 COMMONWEALTH AVENUE	
CITY-ST-ZIP	BOSTON MA 02116	

13. ADDITIONS/CHANGES TO OFFICERS AND DIRECTORS IN 12		
1.1 TITLE		<input type="checkbox"/> Change <input type="checkbox"/> Addition
1.2 NAME		
1.3 STREET ADDRESS	PLEASE SEE ATTACHED LIST FOR BOARD OF DIRECTORS	
1.4 CITY-ST-ZIP		
2.1 TITLE		<input type="checkbox"/> Change <input type="checkbox"/> Addition
2.2 NAME		
2.3 STREET ADDRESS		
2.4 CITY-ST-ZIP		
3.1 TITLE		<input type="checkbox"/> Change <input type="checkbox"/> Addition
3.2 NAME		
3.3 STREET ADDRESS		
3.4 CITY-ST-ZIP		
4.1 TITLE		<input type="checkbox"/> Change <input type="checkbox"/> Addition
4.2 NAME		
4.3 STREET ADDRESS		
4.4 CITY-ST-ZIP		
5.1 TITLE		<input type="checkbox"/> Change <input type="checkbox"/> Addition
5.2 NAME		
5.3 STREET ADDRESS		
5.4 CITY-ST-ZIP		
6.1 TITLE		<input type="checkbox"/> Change <input type="checkbox"/> Addition
6.2 NAME		
6.3 STREET ADDRESS		
6.4 CITY-ST-ZIP		

14. I hereby certify that the information supplied with this filing does not qualify for the exemption stated in Section 119.07(3)(i), Florida Statutes. I further certify that the information indicated on this annual report or supplemental annual report is true and accurate and that my signature shall have the same legal effect as if made under oath; that I am an officer or director of the corporation or the receiver or trustee empowered to execute this report as required by Chapter 607, Florida Statutes; and that my name appears in Block 12 or Block 13 if changed, or on an attachment with an address, with all other like empowered.

SIGNATURE:  **SAMUEL J. GALLO, Sec. & Gen. Counsel** 1-6-99 617-498-5255
SIGNATURE AND TYPED OR PRINTED NAME OF SIGNING OFFICER OR DIRECTOR Date Daytime Phone #

CR2E034 (1/198)

237086

ARTHUR D. LITTLE, INC. – BOARD OF DIRECTORS

Directors

Business Address

John W. Brown

Chairman, President,
and Chief Executive
Officer
Stryker Corporation
2725 Fairfield Road
Kalamazoo, MI 49002-1752

Jill K. Conway

65 Commonwealth Avenue
Apt. 8B
Boston, MA 02116

Paul E. Gray

President Emeritus and Professor of Electrical
Engineering
Massachusetts Institute of Technology
100 Memorial Drive
Suite 11-4A
Cambridge, MA 02142

Jerome H. Grossman, M.D.

Chairman and CEO
Health Quality, Inc.
500 Boylston Street
Suite 550
Boston, MA 02116-3739

Michael C. Hawley

President and Chief
Operating Officer
The Gillette Company
Prudential Tower Building - 48th Fl.
Boston, MA 02199

Ashok S. Kalelkar

Senior Vice
President and Chief
Professional Officer
Arthur D. Little, Inc.
25 Acorn Park
Cambridge, MA 02140

204725 7011 31
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Directors (cont.)

Business Address

Margaret G. Kerr

Senior Vice President
Employee and Customer
Value
Nortel (Northern Telecom)
8200 Dixie Road, Suite 100
Brampton, Ontario
Canada L6T 5P6

Charles R. LaMantia

Chairman and Chief
Executive Officer
Arthur D. Little, Inc.
25 Acorn Park
Cambridge, MA 02140

Pamela McNamera

Vice President and Director
Arthur D. Little, Inc.
25 Acorn Park
Cambridge, MA 02140

Arno A. Penzias

Vice President and Chief
Scientist
Bell Laboratories, Lucent Technologies
1960 Grant Avenue #16
San Francisco, CA 94133

Javier Rotllant

Vice President and Marketing Manager
for Spain and Portugal
Arthur D. Little S.R.C.
General Peron, 40A
28020 Madrid
SPAIN

Stuart M. Saint

Vice President and
Managing Director
Arthur D. Little Southeast
Asia, Inc.
8 Shenton Way
#37 - 01 Temasek Tower
Singapore 068811

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Directors (cont.)

Business Address

Gerhard Schulmeyer

President & CEO
Siemens Corp.
Headquarters
1301 Avenue of the Americas
New York, NY 10019

Masamoto Yashiro

Chairman Citicorp/Japan
Thorney Court Apt. 4B
Palace Gate
Kensington
London W8 5NJ
United Kingdom